

Appendix I
Academy Evolution Tables: How ASADI Helped the Academies to Develop Through Time

Academy Evolution Tables								
Cameroon Academy of Sciences								
Data category	Status/ situation before ASADI	Current status in 2014 highlighting main lines of development	Nature of ASADI support with regard to this development e.g. financial, in-kind support, advice provided	Overall importance of ASADI's contribution on this development (Please rate on a scale of 1-5 where 1=very low, 2=low, 3=neutral, 4=high and 5= very high)	Key drivers of change underlying this development e.g. need to diversify membership, potential impact on fundraising activities if change was achieved	Key challenges experienced in implementing this development	Related outputs and dates of publication/ delivery e.g. a strategic plan, annual reports, financial audit reports	Additional Comments
Aspects of Academy Development								
Legal status of Academy e.g. Act of Parliament, not-for-profit	Formally recognized (Reg. No. 00701/RDA/JO6/BAPP) on 29 May 1991 by the Cameroon Government in accordance with law No. 90/053 of 19 Dec. 1990, regulating freedom of association	To strengthen it, a draft decree is pending signature at the Presidency of the Republic	Sensitization of stronger links with government	4	Potential impact on funding	Getting public officials to understand the role of a science academy in society	None	
Strategic planning i.e articulation of vision, mission, objectives, and thematic priorities	None	A strategic plan highlighting the vision, mission, core values and the goals of CAS is available.	Financed by ASADI	5	Need to promote the use of science, technology and innovation for the economic, social and cultural development of Cameroon.	Getting finances to implement the strategic plan.	A strategic plan document, 2004	Needs updating

Membership including membership profile, numbers, election, involvement in Academy activities etc	67	88 (79 men and 9 women) who are divided into the colleges of Biological Sciences (39), Mathematical and Physical Sciences (25), Social Sciences (22) and Honorary Fellow (1).	Activities financed by ASADI have given CAS more visibility which has led to an increased demand for membership.	5	1. Need to diversify membership. 2. Increased visibility of CAS. 3. Potential impact on fund raisings	Need for highly qualified membership that can be independent and able to apply the rigorous procedures for objective and unbiased analysis that can enable CAS to deliver credible advice.	Fellows list with year of induction	
Academy leadership i.e. Executive Committee, Council and Governing Board. Information should consider meetings, Constitution, election, Council structure, strategic planning sessions, extent of involvement in operations of Academy secretariat, role in developing a business model for Academy	Before ASADI, CAS had its principal organs (General Assembly, the Colleges and the Executive Committee) which continue to function as before.	The organs have not changed. Some Members involved in skype conferences by ASADI for training	Financial and advice	4	Need for diversification of activities	Bringing Members to meetings	Minutes of Meetings	
Secretariat including human capacity, retention, HR policies, staff training, structure/organogram, division of responsibility, team building exercises	The Executive Committee is the administrative body of the CAS. It is composed of the President, Executive Secretary and an Assistant, the Treasurer and the Heads of the Colleges.	During the period of ASADI, the position of programme Officer was created to help the Executive Secretary in supervising on going ASADI-financed activities. This statutes of CAS have not been changed to reflect this.	1. Two CAS staff members have attended training courses in Washington DC 2. Three CAS officials have been trained on financial management and budgeting by an official from USNAS 3. Video skype conferencing provided other interactive training.	5	The need to improve governance.	Resources to recruit more staff	CAS has now delivered a lot of credible advice in the form objective and unbiased reports: Workshops reports (2007, 2009, 2011, 2012, 2013, Consensus Study report(s) (2012)	

Finances e.g. budgets, financial sustainability, fundraising strategy, financial management systems, sources of income, diversity of funders	CAS relied heavily on the contributions of its members.	Presently CAS gets financial support from e.g. USNAS, Cameroon's Ministry of Scientific Research and Innovation, German National Academy of Sciences (Leopoldina), Royal Society (UK), NASAC	Financing of specific activities.	5	Need to diversify funders	1. Difficulties in coming up with matching funds. 2. Inadequate finances for staff salaries. 3. Insufficient stakeholder budgetary contributions for activities.	Financial Reports (projects)	Need for institutionalization of annual reports
Physical infrastructure including space, internet access, essential equipment e.g. computers and printers, meeting spaces, information systems management	There are 2 rooms housing the secretariat. There is access to Ministry of Education and Research (MINRESI) conference room. CAS has 2 desktop computers and one laptop. There are facilities for telephone; skype and email.	Situation has not changed under ASADI. There is promise of more office space from government.	Information management (website)	5	Need for web-access	Problems in management of website		Need for staff experience on website management
Internal communication including website, communication strategy, membership database management, branding, publication/material production	There is a journal that is published quarterly.	Website, branding and more contact with media and stakeholders	Financial advice	4	Need to communicate Academy messages	Problems with website management		Need for qualified staff
External communication e.g. report dissemination plans, public relations, publicity materials, stakeholder databases	Not much.	1. Reports and the Journal are published, launched and distributed to stakeholders. 2. Public lectures are organized periodically. 3. A publicity brochure is available. 4. Fellows participate in radio/TV talk shows.	1. Training 2. Finances for studies and publication of reports	5	1. Need to promote the use of science in policy and decision making. 2. Desire to increase the visibility of CAS.	Inadequate funding.	5-6 reports disseminated 1 Consensus Study	Need for more staff to implement activities

<p>Active strategic partnerships/ collaborations especially where the Academy has identified niche areas i.e. identifying and maintaining relationships with key universities, key government ministries e.g. education, health ministries; other academies; research institutes and media</p>	<p>CAS has always had excellent collaboration with key government ministries (particularly those dealing with research, education, agriculture, health and environment) research institutes and universities with the major objective of influencing policy/decision making through evidence-based advice.</p>	<p>The collaboration has intensified because the support from ASADI has made CAS more active and visible. CAS is now more capable of delivering credible advice to these ministries.</p>	<p>1. Financial 2. Training.</p>	<p>6</p>	<p>1. The need to have an impact. 2. The cross-sectoral role of CAS and its special niche which is its independence and its capacity to provide advice based on a holistic and unbiased analysis of issues.</p>	<p>The need to remain independent.</p>	<p>Reports and correspondence on regular basis</p>	
<p>Nature and status of relationship with national, provincial and local government</p>	<p>The relationship is centered on providing advice and it is excellent.</p>	<p>Has intensified and has even included the Parliament especially on issues relating to climate change. CAS has provided documentation to educate parliamentarians on climate change issues.</p>	<p>Financial</p>	<p>3</p>	<p>The interest of the stakeholders in the issues handled.</p>	<p>Presenting scientific facts in language simple enough for the stakeholders to understand.</p>	<p>Reports disseminated based on objectives/sectors</p>	
<p>Nature and status of relationship with other external academies e.g. on the rest of the continent, interacademy networks e.g. IAP and affiliated organisations such as ICSU</p>	<p>Collaborate with other academies in capacity building and organisation of workshops and conferences.</p>	<p>More activities have been carried out and have exposed CAS to other academies and have facilitated collaboration with some of them.</p>	<p>1. Financial support. 2. Training. 3. Annual Meetings of Science Academies</p>	<p>5</p>	<p>The need to share experiences.</p>	<p>Difficulties in bringing policy makers to meetings</p>		

Nature and status of relationship with other actors/bodies in the national science system e.g. other national academies in your country, universities, research institutes etc	1. Provide advice on request to stakeholders. 2. Evaluation of reports done by other groups for government. 3. CAS is a member of several technical committees set up by government.	These activities have increased and include among others the facilitation of research activities and acquisition of scientific equipment as CAS manages a number of donor grants for some researchers.	Sensitization of stronger links with government	3	The perceived good governance of CAS.	Need highly qualified membership to continue to do this.		
Nature and status of relationship with the private sector	Insignificant.	Has not changed much.		1				
Nature and status of relationship with civil society and philanthropy	Insignificant.	No significant improvement						
Position and role of academy in national policy advisory space	Cross-sectoral and independent	Authoritative, independent voice	1. Financial support.	5				
Nature and extent of policy advisory activities e.g. consensus and convening activities	1. Production of reports.	Intensity has increased.	1. Financial support and training.	5				
Nature and extent of other academy activities e.g. <u>science outreach</u>, public lectures, young scientist activities, <u>women in science</u> activities etc	1. Prize awards 2. Public lectures	Increased with TWAS funding for the annual young scientists' award	Science outreach (dissemination of reports, etc)	4	Promotion of science culture	Difficulty of funding for young scientists & women in science activities		

Ethiopian Academy of Sciences								
Data category	Status/ situation before ASADI	Current status in 2014 highlighting main lines of development	Nature of ASADI support with regard to this development e.g. financial, in-kind support, advice provided	Overall importance of ASADI's contribution on this development (Please rate on a scale of 1-5 where 1=very low, 2=low, 3=neutral, 4=high and 5= very high)	Key drivers of change underlying this development e.g. need to diversify membership, potential impact on fundraising activities if change was achieved	Key challenges experienced in implementing this development	Related outputs and dates of publication/ delivery e.g. a strategic plan, annual reports, financial audit reports	Additional Comments
Aspects of Academy Development								
Legal status of Academy e.g. Act of Parliament, not-for-profit	A registered not-for-profit non governmental organization.	Established by an Act of Parliament as an independent non-governmental organization *(Proc. No. 783/2013).	Financial support provided for core budget for establishing the Secretariat and technical support and experience sharing via teleconferences	4	The need for government recognition and support to ensure relevance and sustainability of the Academy's services to the the country.	No significant challenges were faced	Proclamation No. 783/2013; published on 01 March 2013	ASADI support was very instrumental to EAS activities during the transition
Strategic planning i.e articulation of vision, mission, objectives, and thematic priorities	EAS adopted its first strategic plan for 2011 - 2015 in 2010, which is before ASADI	The plan has been implemented since 2011	ASADI provided the resources to implement the programs identified in the strategic plan.	5	ASADI grant provided seed money to attract additional funds from other sources	Inadequate manpower and resources to implement the strategic plan	Annual activity and audit reports on implementation of the Strategic Plan. For 2011, 2012 and 2013	
Membership including membership profile, numbers, election, involvement in Academy activities etc	49 fellow elected by the scientific community based on merit founded the Academy	Now the Academy has 77 Fellows; 2 Associate Fellows and 1 Honorary Fellow	Experience and information sharing on nomination and election of fellows and provision of grants for Working group activities	4	Expansion of EAS activities required for more expertise and representation of various fields of sciences	Inadequacy of resources for working group activities	Working groups led activities that produced various study reports and convention of public lectures	

Academy leadership i.e. Executive Committee, Council and Governing Board. Information should consider meetings, Constitution, election, Council structure, strategic planning sessions, extent of involvement in operations of Academy secretariat, role in developing a business model for Academy etc	The Officers of the Academy worked closely with the Secretariat to implement the Strategic Plan through programs and projects. The Board also used to meet every month to guide activities	Currently the Board meets quarterly and officers meet monthly. The Secretariat is better staffed and able to run the day to day activities of the Academy. The Board is comprised of eight elected fellows and 3 representatives from governmental organizations	Financial support and experience sharing via video tele-conferences. The financial support from ASADI enabled EAS to employ a full time Executive Director to lead the Secretariat	4	Re-establishment of the Academy by an Act of Parliament and strengthening of the Secretariat in terms of human resources and office facilities	EAS Officers and Board Members had to be involved in almost all activities and hold frequent meetings	Strong Secretariat and well defined organizational structure of the Academy	
Secretariat including human capacity, retention, HR policies, staff training, structure/organogram, division of responsibility, team building exercises	Very small secretariat staff with no defined organizational structure and written policies and procedures of operation	Well defined organizational structure and adopted operational policies and procedures	Financial support for activities and experience sharing via video tele-conferences	4	Expansion of EAS activities and the need for human resources to implement the projects and programs of the academy	No significant challenges faced	Project planned and executed successfully due to a relatively strong Secretariat	
Finances e.g. budgets, financial sustainability, fundraising strategy, financial management systems, sources of income, diversity of funders	Very limited resources on project basis from various donors	Resource mobilization strategy adopted; financial policy and procedures in place; diversified sources of finance including government budgetary sub-vention	Provision of core budget to cover basic expenses of the Academy's operation	4	The need to ensure sustainability of the Academ's activities	Inadequacy of financial resources	Resource Mobilization strategy adopted in 2013; Finanacial Policy and Procedures adopted in 2012; government budgetary sub-vention confirmed by ac act of Parliament	
Physical infrastructure including space, internet access, essential equipment e.g. computers and printers, meeting spaces, information systems management	Two small office rooms and some essential office equipment and furniture provided to the Academy by the Addis Ababa University	A compound of about 13000 m2 space and adequate office and meeting rooms; adequately furnished and equipped offices with broad band internet connection	Financial support to furnish and equip EAS office at the initial phase;	5	Provision of custodianship of office compound by the Government and success to mobilize resources for infrastructure development from other donors including the government	Mobilization of resources at the required level	Adequately furnished and equipped office facilities; and adequate space for future development	

Internal communication including website, communication strategy, membership database management, branding, publication/ material production	Had no website and communication with fellows was by sending information via e-mail	A fully functional website to inform fellows and the stakeholders on EAS activities and to make available important reports and other publications	Financial support for activities and publication of reports	4	The need to communicate with the increasing number of fellows and increase in EAS activities	The challenge to employ an experienced and capable communication officer and regularly update and upgrade the website	A functional website and publications from the academy activities	
External communication e.g. report dissemination plans, public relations, publicity materials, stakeholder databases	Had no publicity materials and database of stakeholders	Brochures, folders and the Strategic Plan regularly produced and disseminated to stakeholders	Financial support and experience sharing	4	Growing linkages with stakeholders and the need to increase relevance and sustainability of the Academy	Establishing an effective public relation unit	Brochures and various publicity materials	
Active strategic partnerships/ collaborations especially where the Academy has identified niche areas i.e. identifying and maintaining relationships with key universities, key government ministries e.g. education, health ministries; other academies; research institutes and media	Limited partnership with those supported establishment of the Academy in one way or another	Multiple of partnerships and collaborations with diversified stakeholders based on identification of EAS roles in addressing national issues. Strong collaborations with Ministry of S&T, Ministry of Health, Addis Ababa University, etc.	Financial support and experience sharing	3	The need to increase the relevance of the academy through contributions to the national development effort . Consensus Studies and public lectures are the main routes	No significant challenges	Memorandum of understanding with some stakeholders including Ministry of S&T and Health; collaborative project with AAU in Climate change capacity building	
Nature and status of relationship with national, provincial and local government	Limited relations	Modest relations with national organizations and universities located in different regions of the country	Experience sharing	3	The need to increase the relevance of the academy	Maintaining and strengthening links created with regional organizations requires substantial resources	Linkages with universities and research institutes to work together in addressing climate change and other issues of national importance	

Nature and status of relationship with other external academies e.g. on the rest of the continent, interacademy networks e.g. IAP and affiliated organisations such as ICSU	Was member of NASAC and had limited relations with academies in the neighbouring countries	Member of NASAC and IAP and actively engaged with African Science Academies under the ASADI framework and NASAC	Experience sharing, networking and financial support to participation	4	The need to learn from experiences of others and to jointly work on common and global issues	No significant challenges	Membership to networks and participation in various activities	
Nature and status of relationship with other actors/bodies in the national science system e.g. other national academies in your country, universities, research institutes etc	Modest relations with national universities and research institutes	Good relations with many universities and research institutes as well as professional associations	Financial support to activities that brought together various organizations	3	The need to involve national bodies in the activities of the academy	Inadequate resources to sustain created relations	Growing involvement of national scientific bodies in the Academy's activities	
Nature and status of relationship with the private sector	Sponsorship of EAS establishment by some private companies	Not much progress made in increasing and strengthening relations except involvement of the private sector representatives in Academy activities	No specific contribution from ASADI except financial support to Academy activities in which representatives of the private	2	The situation needs to be changed	Inadequate resources to initiate activities that strengthen the linkage with the private sector	No significant outputs	
Nature and status of relationship with civil society and philanthropy	Relations with professional societies and associations in establishing the Academy	Good relations with many professional associations	No specific contribution from ASADI except financial support to Academy activities in which representatives of the private sector are part of	2	The situation needs to be changed		No significant outputs	
Position and role of academy in national policy advisory space	Did not occupy visible role in the national policy advisory role	The Academy is recognized as an independent body for evidence based policy advice to the Government by an Act of Parliament	Financial support and sharing of experience	3	The need for an independent policy advice from organized scholars by the Government and the objective of the Academy	No significant challenges	Requests from the government for advisory services	

Nature and extent of policy advisory activities e.g. consensus and convening activities	Only limited advisory and convening activities	In a position to undertake consensus studies and convening activities such as public lectures and workshops	Making available resources for consensus study and convening activities of the Academy	4	Vision and mission of the Academy and requests from the Government	Inadequacy of resources for working group activities	Several convening activities conducted and consensus studies being carried out	
Nature and extent of other academy activities e.g. science outreach, public lectures, young scientist activities, women in science activities etc	There were no public lectures	In a position to undertake public lectures and to create forums for the young academies	Financial support to conduct series of public lectures on biotechnology	3	Vision and mission of the Academy and requests from the Government	Inadequate resources to sustain initiatives	Successfully conducted public lectures and established youth science forums	

Nigerian Academy of Science								
Data category	Status/ situation before ASADI	Current status in 2014 highlighting main lines of development	Nature of ASADI support with regard to this development e.g. financial, in-kind support, advice provided	Overall importance of ASADI's contribution on this development (Please rate on a scale of 1-5 where 1=very low, 2=low, 3=neutral, 4=high and 5=very high)	Key drivers of change underlying this development e.g. need to diversify membership, potential impact on fundraising activities if change was achieved	Key challenges experienced in implementing this development	Related outputs and dates of publication/ delivery e.g. a strategic plan, annual reports, financial audit reports	Additional Comments
Aspects of Academy Development								

Legal status of Academy e.g. Act of Parliament, not-for-profit	NAS is registered as a not-for-profit organization with the national licencing body. NAS is however not backed by an Act of Parliament or Charter	NAS has indicated the interest to be backed by Charter and this request is at the National Assembly under consideration. As of March 2014, 2nd reading had taken place and a public hearing is being planned some time within the year.	ASADI has given advice and funding to support the attainment of this. It also made it clear that it was important to the government backing and recognition	4= High	NAS focus and persistence in engaging the NASS. NAS increasing recognition and relevance for engagement by the policy makers	Death of the sponsor of the bill during the tenure of the last national assembly. Also the funding needed to lobby. In addition, the poor interest in science and lack of link between science and national development have stalled this. Urgent national occurrences that have demanded the attention of the national assembly leading to non processing of bills.	Draft NA Bill March 2012. Draft Lead paper and justification summary to the National Assembly. National Assembly Memos	
Strategic planning i.e articulation of vision, mission, objectives, and thematic priorities	The vision, mission and objectives for the existence of NAS were very clearly defined at the inception of NAS	There has been revisions of these in recent years but still within the set ideologies. There are regular strategic retreats.	ASADI has helped to provide financial and technical support towards the publishing of the last strategic plan 2007-2012 and helped NAS to remain focused and serve as mentor to other African Academies.	4=High	Increasing drive to manage the academy more effectively towards achieving set goals.	Limited number of fellows with capacity to participate actively on voluntary basis. And no guaranteed funding to pursue /implement the strategic plan	Strategic Plan 2007-2012. Draft of 2013-2017 Plan. Annual Reports/ Year book	
Membership including membership profile, numbers, election, involvement in Academy activities etc	Membership has always followed a stringent process and remains so. It is strictly merit based	Limitation has changed from limited total number (100 at given time) to limited rate of increase (limited to 10/year)	Not applicable	3=Neutral	Drive to increase membership given the large population of the country and attendant scientists numbers.	Identifying and nominating qualified scientist from under represented zones and disciplines. Getting female membership	Annual reports/ Year book. Programme for induction of new fellows	

<p>Academy leadership i.e. Executive Committee, Council and Governing Board. Information should consider meetings, Constitution, election, Council structure, strategic planning sessions, extent of involvement in operations of Academy secretariat, role in developing a business model for Academy etc</p>	<p>Presidency for two years single term in the past</p>	<p>Presidency for 4 years single term. A president elect position created. Sectional committees created</p>	<p>Advisory</p>	<p>4= High</p>	<p>Exposure of the Fellows which convinced them that a longer term will help to achieve goals.</p>	<p>Getting enough fellows to participate actively in sectional committees and a strenuous process of constitutional review.</p>	<p>Revised statutes and bye laws</p>	
<p>Secretariat including human capacity, retention, HR policies, staff training, structure/organogram, division of responsibility, team building exercises</p>	<p>Very few staff, very limited infrastructure, no staff trainings and team building opportunities existed then. No professional staff, mainly administrative</p>	<p>Defined organogram with a management committee and technical staff engaged. Significant improvement in the infrastructure with on-going modernization. Opportunities for capacity building/trainings exist. Clearly defined reporting lines and HR policies available now. Change from permanent employment to contract</p>	<p>ASADI partnership has provided Technical, Financial, Advisory support. In addition it has supported training and capacity building opportunities for staff</p>	<p>5= Very high</p>	<p>The drive is due to the fact it was part of the terms of the ASADI partnership</p>	<p>Appropriate remuneration needed for the staff</p>	<p>More technical staff handle projects and administration matters.</p>	

<p>Finances e.g. budgets, financial sustainability, fundraising strategy, financial management systems, sources of income, diversity of funders</p>	<p>Funding was mainly from ASADI and membership dues and induction fees. There were minimal financial management systems.</p>	<p>Fund raising committee set up with a sustainable fund raising plan documented, There is a yearly NAS budget. More funders have supported NAS on projects and activities eg WHO, NASAC, UNICEF, Save the Children, Ford Foundation, etc and Local foundations and Agencies of the federal government. Membership dues and induction fees have also been reviewed upward</p>	<p>ASADI gave enormous financial support to NAS and helped in training staff in financial system management</p>	<p>4=High</p>	<p>Diverse funding sources for sustained existence and better engagement will be most helpful.</p>	<p>Funding needed to undertake the fund raising activities and this is not readily available.</p>	<p>More partners engaged and projects are implemented</p>	
<p>Physical infrastructure including space, internet access, essential equipment e.g. computers and printers, meeting spaces, information systems management</p>	<p>Very limited space and sparsely equipped. Internet and power supply was a challenge.</p>	<p>Significant improvement in Infrastructure - regular power supply, internet access, website, meeting space and staff office. There are desk tops and laptops with accompanying accessories. There are storage cabinets for hard copying information and also electronic backups.</p>	<p>ASADI partnership provided financial support for infrastructural upgrade.</p>	<p>4=High</p>	<p>Increasing engagement by the government and development partners</p>	<p>NAS needs to have an office in Abuja which will better enhance visibility and easy reach to government and organizations based there</p>	<p>A liason office was established in Abuja a few years back. There is a staff member who is based there</p>	

<p>Internal communication including website, communication strategy, membership database management, branding, publication/ material production</p>	<p>There were not very many publications. There was no stable and communication was generally based on postage. NAS branded materials not available</p>	<p>Membership database routinely updated. Website active and highly accessed for information. Support for staff communication available now. There is a biannual newsletter published, plans are on to making electronic newsletters. Project summaries and policy briefs are published.</p>	<p>Technical and financial especially on reports from Forum on Evidence based health Policy making.</p>	<p>4= High</p>	<p>The use of the website to advertise events, post reports and publications for access by the public has help to popularize NAS</p>	<p>A more active and informative website that is routinely update is highly needed. A bigger capacity website will also be helpful</p>	<p>Active website.</p>	
<p>External communication e.g. report dissemination plans, public relations, publicity materials, stakeholder databases</p>	<p>The academy was not structured in coordinating publicity and packaging a stakeholder database. Not much was known about the activities of the academy</p>	<p>NAS has established and strengthened relationship the media. A media science prize has been instituted and 3 winners have emerged since inception. There are regular press releases on NAS events and topical national issues.</p>	<p>Advisory, technical and financial</p>	<p>4=High</p>			<p>Media science prize award and report on the meeting to strengthen Science/ Scientist/Media collaboration</p>	
<p>Active strategic partnerships/ collaborations especially where the Academy has identified niche areas i.e. identifying and maintaining relationships with key universities, key government ministries e.g. education, health ministries; other academies; research institutes and media</p>	<p>There has been some degree of interaction with these listed</p>	<p>Such strategic partnerships have improved significantly.</p>	<p>Advisory</p>	<p>4=High</p>	<p>With ASADI partnership, NAS had its reputation and integrity enhanced which made it possible to have these organizations will to collaborate effectively</p>		<p>Universities hosting some of NAS/NYA (young academy) meetings and give financial support</p>	

Nature and status of relationship with national, provincial and local government	Some interaction with government at all levels	NAS works well with all governments, e.g. FMOH, FMST. and Lagos state under the WHO/ Alliance HSPR funded PREVIEW project. Some of the LGA personnel serve as participants to NAS workshops and conference	Advisory	3= Neutral	The AMASA 8 and other national and regional convening activities NAS hosted has been the drive for improved linkages and synergies.		NAS represented on the Lagos State Malaria Research and Advisory committee	
Nature and status of relationship with other external academies e.g. on the rest of the continent, interacademy networks e.g. IAP and affiliated organisations such as ICSU	There was some involvement with academies on the continent as well as with international affiliate networks	ASADI was structured to ensure active and effective collaboration of Academies in Africa. NAS is a member of NASAC and has held leadership positions. NAS is a member of IAP, IAMP, ICSU and IAC; NAS has been on the executive committees of these.	Technical and financial.	5= High	NAS provided supportive supervision to some of the younger academies and has continued with such services.		NAS receives publications from other Academies, participated in NASAC/EASAC meetings.	
Nature and status of relationship with other actors/bodies in the national science system e.g. other national academies in your country, universities, research institutes etc	NAS communicates with other national academies in-country. NAS worked with science associations but there has been a lull.	NAS now drives a process to bridge the gap between the national academies and collaborate more with the national science associations.	Advisory	3 Neutral		It has not be possible to get active and functional database of the very viable and active sciences associations. Funding to convene more regular meetings		

Nature and status of relationship with the private sector	NAS related with the private sector in the past and is still on going.	There has been increased engagement with the private sector, with some organization giving financial support to NAS activities. Some partner with NAS to implement projects, for example Schlumberger NAS collaboration for excellence in science education. GSK support for the evidence based health forum among others.	Advisory	3= Neutral				
Nature and status of relationship with civil society and philanthropy	Very minimal interaction previously	There has been more engagement with the CSO and Philanthropic organizations. NAS has had local and international foundations sponsor some of the activities.	Advisory	4= High	Evidence of prudent resource management and accountability has made it possible to have endorsement for further funding of some projects even with the exit of ASADI			
Position and role of academy in national policy advisory space	NAS fellows played this role in the past with greater commitment.	More of the fellows serve as consultants to government agencies. Fellows participate as panel members for the setting up of professional training institutes like colleges of medicine, and are vice chancellors to some universities. NAS is consulted by the federal government for her opinion on some topical national issues	Advisory	3=Neutral				

<p>Nature and extent of policy advisory activities e.g. consensus and convening activities</p>	<p>The academy was not structured in coordinating publicity and packaging a stakeholder database. Not much was known about the activities of the academy</p>	<p>NAS has not conducted any consensus activity but has convened a number of workshops and fora whose discussions and recommendations have led to the production of policy statements. The Infant and Maternal Mortality workshop deliberations and reports influenced pregnant women and child care policy in Nigeria.</p>	<p>Advisory, technical and financial</p>	<p>5=very high</p>				
<p>Nature and extent of other academy activities e.g. science outreach, public lectures, young scientist activities, women in science activities etc</p>	<p>NAS convened public lectures in various parts of the country previously. The young scientists and women in science events were very minimal then</p>	<p>The number of public lectures has not increased significantly though they are still held. NAS has supported the establishment of the Nigerian Young Academy and participated in nominating young scientists for international competitions and awards.</p>	<p>Advisory</p>	<p>3= Neutral</p>		<p>Not very many women scientists are aware of the NAS or willing to apply to the fellowship.</p>		

Academy of Science of South Africa								
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Aspects of Academy Development								
Legal status of Academy e.g. Act of Parliament, not-for-profit	Established in 1996. Act of parliament passed in October 2001. Became operational in May 2002. ASSAf recognised as official national science Academy of SA.	Act is still in place and has undergone some minor amendments.	Act was promulgated before the ASADI program.	N/A	Official recognition and opportunity to secure government funding.	Time consuming and required perseverance.	ASSAf Act.	
Strategic planning i.e articulation of vision, mission, objectives, and thematic priorities	ASSAf had developed its first strategic plan and annual business plan prior to the ASADI program.	Vision, mission, objectives are essentially unchanged. Formal requirement from SA Department of Science and Technology for 5 yr strategic plan and annual performance plan. Thematic priorities have broadened and in line with the government's National Development Plan.	First strategic plan and annual business plans completed before ASADI program.	4	Aids planning and now a compliance matter.	Compliance reporting is onerous - strategic plan; annual performance plans; quarterly performance reports; annual reports; shareholder compact etc.	All plans and reports approved by Minister and published.	Compliance requirements have increased dramatically in last few years and have placed a huge burden on senior staff, especially Executive Officer.

Membership including membership profile, numbers, election, involvement in Academy activities etc	Election criteria include significant achievement in advancement or application of science. In addition, Members should assist ASSAf to achieve its objectives. Total membership in 2004 was 235.	Currently 429 Members. Annual elections. About 40% of Members involved in Academy activities of some type.	Election processes established prior to ASADI program.	2	Need to honour distinguished scholars; ensure fair and effective election process; increase pool of Academy Members willing to volunteer services for benefit of science system.	Securing commitment of volunteers to contribute to ASSAf activities; improving racial and gender profile of membership.	Clear Member election process. Regularly updated Member database.	
Academy leadership i.e. Executive Committee, Council and Governing Board. Information should consider meetings, Constitution, election, Council structure, strategic planning sessions, extent of involvement in operations of Academy secretariat, role in developing a business model for Academy etc	Council comprising 12 members, each of whom holds office for four years + 1 member appointed by Minister of S&T as representative of NACI. Council is elected by the Members every 2 years. Strategic plans and business plans prepared by secretariat and endorsed by Council.	Same as before except subcommittees of Council (HR, Audit and Exco) introduced. Elections every 4 years. Regular revision/updates of regulations. Election procedures improved. Strategic planning sessions introduced. Formal business plans (annual performance plans) required by DST. Prepared by secretariat - endorsed by Council.	Executive committee introduced as direct result of recommendation from ASADI program. Former executive leadership received training in Washington DC.	4	Good governance and compliance with legislation.	Attendance at Council meetings could be improved.	Minutes of all meetings. Constitution - set of regulations.	
Secretariat including human capacity, retention, HR policies, staff training, structure/organogram, division of responsibility, team building exercises	5 F/T staff & P/T finance officer. Relatively high staff turnover until about 2009. No team building exercises. Followed HR policies of National Research Foundation (NRF).	28 F/T staff + 5 interns + 2 new positions. HR function moved from NRF to ASSAf in Aug 2009 - own HR policies, team building, staff training, turnover improved. Editorial staff → P/T - 12 P/T staff. Performance mgt system.	Staff training. Assisted with job descriptions.	4	Need to retain staff; need to comply with labour legislation; to clearly articulate responsibilities as activities increased.	No F/T senior HR expertise. Duties shared amongst staff.	HR policies; job descriptions; performance assessments.	HR policies are in need of review. In process of contracting P/T external service provider for HR services.

Finances e.g. budgets, financial sustainability, fundraising strategy, financial management systems, sources of income, diversity of funders	Financial support from DST + contract funding for Scholarly Publishing. Approx 2x ASADI grant. Limited external funding from Open Society Foundation, Andrew W Mellon Foundation and from the Sydney Brenner grant.	ASSAf largely dependent on DST for core funding but raises considerable amounts of project-based funding from diverse sources. Has sustainability fund. Stringent financial mgt systems due to legal requirements.	Staff training. Oversight and advice.	3	Good governance and compliance with legislation.	Compliance requirements are demanding	Unqualified audited financial statements each year.	
Physical infrastructure including space, internet access, essential equipment e.g. computers and printers, meeting spaces, information systems management	First ASSAf offices were in Pretoria CBD (4 offices and 1 meeting room); DST funded rent, furniture and IT infrastructure. Relocated to DST building in 2005 ; DST hosted ASSAf with no rental and infrastructure costs.	Relocated to own rented office premises in Aug 2009. Purchased all IT & other equipment & furniture. Assets register. Manage own IT network with assistance of external service provider.	No ASADI funds used for equipment. DST provided funds for IT needs and furniture when ASSAf moved into own premises in 2009.	1	DST required space in their building and ASSAf needed to expand.	Needed to employ own IT specialists and internally manage information backups and IT risks. Needed to employ own cleaning staff and take responsibility for own security.	Own office space. Dedicated meeting rooms. Comprehensive assets register.	Own premises an important signal of independence from DST. Annual rentals are high, therefore purchase of own building a key imperative in the short term.
Internal communication including website, communication strategy, membership database management, branding, publication/ material production	ASSAf website outsourced. Member database existed. Specialist communication staff appointed during ASADI program (2007) but no communication strategy or branding guidelines.	ASSAf has a well-established communication program with dedicated staff. Strong branding presence; high quality publications. Regular updates of website. Well maintained and current member data base.	Importance of communication stressed during ASADI program.	3	Need to raise profile of ASSAf and firmly establish its brand.	Website is in need of major revamping to bring it in line with recent IT developments.	Branding guidelines; Member data base; website; high quality reports.	

External communication e.g. report dissemination plans, public relations, publicity materials, stakeholder databases	Production and distribution of ASSAf publications was outsourced.	Consensus study reports are formally launched; have media presence & media releases; media uptake monitored. Formal dissemination plan prepared for each study report. Emerging social media presence e.g. twitter	Report launches informed by training received during ASADI program.	4	Need to raise profile of ASSAf and increase uptake of report recommendations.	Relatively few science journalists in SA; lack of interest by media in science-related stories.	Media releases; emerging M&E function documenting media reports.	Needs improvement, especially insofar as social media is concerned. Also in process of considering publishing changes from hard copies to electronic copies.
Active strategic partnerships/ collaborations especially where the Academy has identified niche areas i.e. identifying and maintaining relationships with key universities, key government ministries e.g. education, health ministries; other academies; research institutes and media	Initial partnership with the IAC was on the study "Promoting SA S&T capacities for the 21st century" published in 2004 and the Scholarly Publishing report published in 2006 was a partnership between the DST and the Department of Education.	Very good recognition by Dept of S&T (many requests to undertake studies); growing recognition by other gov depts. Media relations considerably improved but still in need of strengthening.	Focus of ASADI activities on health-related topics greatly assisted relationship with Dept of Health.	3	Desire to give expression to Academy's mandate; to fulfill goals of ASADI program; to firmly establish Academy's role in NSI and policy advisory space in SA.	Lack of time and capacity to develop relationships with all government departments and all institutions.	MoU with Dept of Higher Education and contract funding. Gov officials' attendance at ASSAf symposia.	Important for ASSAf not to favour particular universities and to try to partner with as many as possible e.g. try to spread visits of Distinguished Visiting Scholars to historically disadvantaged and rural universities.
Nature and status of relationship with national, provincial and local government	Good relationships with DST, and with Dept of Education through Quest magazine and Scholarly Publishing Programme. No provincial or local government partnerships.	Very good recognition by DST; growing recognition by other gov depts (e.g. Health, Energy, Env Affairs, Higher Education). Limited links with provincial & local govs (only Gauteng thru' LAMAP & Durban thru' Low Carbon Cities study.	ASADI greatly assisted with capacity to produce evidence-based reports which strengthened relationships	4	Desire to give expression to Academy's mandate; to fulfill goals of ASADI program; to firmly establish Academy's role in NSI and policy advisory space in SA.	Lack of time and capacity to develop relationships with all government departments.	MoU with Dept of Higher Education and contract funding. Gov officials' attendance at ASSAf symposia.	

Nature and status of relationship with other external academies e.g. on the rest of the continent, interacademy networks e.g. IAP and affiliated organisations such as ICSU	ASSAf was a member of IAP and was a founding member of NASAC. ASSAf had an agreement with the Russian Academy of Sciences.	ASSAf serves as co-chair of IAC; is on exco of IAP, IAMP and NASAC. Currently planning for hosting of ICSU ROA and to become adhering body to ICSU. Number of MoUs with academies.	ASADI greatly assisted with raising ASSAf's profile on continent and globally.	4	Need for representation from Africa/developing countries - ASSAf as one of strongest academies in Africa satisfied this need. Strong internal desire to play a global role.	Funding of leadership to attend Exco meetings. Underestimated extent of secretariat support required to fulfill these leadership roles.	Leadership positions.	It will be difficult for younger, less well funded academies to ever play a global leadership role given the secretariat support that is expected.
Nature and status of relationship with other actors/bodies in the national science system e.g. other national academies in your country, universities, research institutes etc	Program of scholarly lectures in collaboration with Royal Society in place.	Royal Society & Akademie - co-host lectures. SAAE & SAYAS - host secretariats & project collaboration. Research institutions - interaction thru' COHORT & CEOs meetings. NRF - co-host meetings. University roadshows.	ASADI helped indirectly by raising profile and helping with capacity building.	3	Stronger relations with other bodies in NSI driven by need for ASSAf to raise its profile and the need for role clarification.	Royal Society & Akademie relationships cordial but not ideal. They were meant to disband when ASSAf was formed.	MoUs with National Advisory Council on Innovation (NACI) and SA Young Academy (SAYAS).	
Nature and status of relationship with the private sector	Very limited to non-existent.	Grown but not ideal. Main interactions been when soliciting funding. Recent symposia & projects have had fairly good private sector involvement as participants.	Given us a useful model for broadening membership of forums. Not fully implemented by ASSAf.	3	Recognition of private sector role in R&D and innovation. Recognition of need to include their expertise in projects.	Private sector not used to volunteering their services. Lack of experience & knowledge on part of ASSAf. Time consuming. Lack of senior staff to develop this role.	Private sector membership of panels/committees. Private sector presentation of papers at symposia/workshops. Funds raised from private sector.	
Nature and status of relationship with civil society and philanthropy	Limited relationship with civil society. Relationship with Oppenheimer Memorial Trust (Sydney Brenner Fellowship); Ford Foundation (project funding) & Mellon Foundation (planning grant).	Improved. Regularly involve civil society in symposia e.g. WWF, support groups for MNS disorders workshop. Philanthropy - mainly Oppenheimer Memorial Trust.	Provided example. Presented opportunities that ASSAf has not fully exploited.	3	Incorporation of all voices in symposia. Desire for more participatory approach.	Time consuming. Lack of senior staff to develop this role.	Papers by civil society representatives at workshops/symposia. Evidence of grants.	Need to pay more attention to developing relationship with philanthropic organisations.

Position and role of academy in national policy advisory space	Limited recognition except by DST & limited role. But in 2004 ASSAf held a workshop on IAP report on Higher Education in Developing Countries. Attendance was over 120 delegates.	Very good recognition by Dept of S&T; growing recognition by other gov depts (e.g. Health, Energy, Env Affairs). Clear role clarification between ASSAf and NACI.	Helped by increasing profile and providing training on methodologies for studies, which in turn showed government the value of Academy reports and advice.	4	Desire to give expression to Academy's mandate; to fulfill goals of ASADI program; to firmly establish Academy's role in NSI and policy advisory space in SA.	Role clarification in policy advisory space in SA. Overlapping responsibilities. Expanding role beyond Dept of S&T.	MoU with NACI clarifying roles. Recommendations of Ministerial Review report and DST's official response.	Frequent reference to role of ASSAf in public statements by Minister and officials in Dept of S&T.
Nature and extent of policy advisory activities e.g. consensus and convening activities	ASSAf requested by Dept of Educ (DOE) and DST & 2 statutory organisations (NRF and CHE) to give policy advice. DOE: study on national shortage of high-level skills; DST: study of research publishing in SA (2002-2006).	Completed 7 consensus studies & hosted many symposia & published proceedings reports. Currently running 6 consensus studies and 4 evaluation studies in SPP. Scope of studies broadened considerably.	Training on study methodologies; training of project officers; provided idea for policymakers' booklet.	5	Recognition that such activities and reports/products are key to enhanced profile and recognition by government.	Securing commitment of volunteers; writing of reports and until recently, sufficient staff.	Study reports and workshop proceedings reports.	Activities have considerably increased over time. Government (DST) regularly requesting ASSAf to undertake studies.
Nature and extent of other academy activities e.g. science outreach, public lectures, young scientist activities, women in science activities etc	Publication of Quest science magazine and involvement in science events. Sydney Brenner postdoctoral fellowship in place. Little or no focus on young scientists and women.	Science outreach - Quest & science events; public lectures - Distinguished Visiting Scholar program; annual young scientists' conference; Sydney Brenner postdoctoral fellowship; host OWSD (gender) national chapter	US NAS assisted with channelling funding for Sydney Brenner fellowship and assisted with selection process of fellows.	3	Need to raise profile and respond to key challenges of SA i.e. raising public awareness of science. Need to foster next generation of scientists.	Funding and pressure on staff. Science awareness - duplicated mandate with other bodies in NSI.	Quest science magazine. Young scientists' conference. Establishment of SAYAS. Visit by DVS. Selected as regional focal point for GenderInSITE.	Currently focussing on improving impact of Quest science magazine.

Uganda National Academy of Sciences

Data category	Status/ situation before ASADI	Current status in 2014 highlighting main lines of development	Nature of ASADI support with regard to this development e.g. financial, in-kind support, advice provided	Overall importance of ASADI's contribution on this development (Please rate on a scale of 1-5 where 1=very low, 2=low, 3=neutral, 4=high and 5= very high)	Key drivers of change underlying this development e.g. need to diversify membership, potential impact on fundraising activities if change was achieved	Key challenges experienced in implementing this development	Related outputs and dates of publication/ delivery e.g. a strategic plan, annual reports, financial audit reports	Additional Comments
Aspects of Academy Development								
Legal status of Academy e.g. Act of Parliament, not-for-profit	UNAS operational but recognized only by Certificate of Incorporation	Has Charter from the President of Uganda. Has all necessary background documents for Bill of Parliament and they are at Ministerial level	Financial and technical support in developing the documents	4	Need to have legal basis and support from Government for sustainability	Extremely slow Government processes and change in personnel in the lead Ministry including Hon Ministers	Signed Charter by the President	This issue has been given highest priority by the new Council
Strategic planning i.e articulation of vision, mission, objectives, and thematic priorities	Had the initial vision, mission and thematic priorities set in 2000	Has revised and updated printed vision, mission and strategic plan ending in 2014	Financial and technical support in terms of experts coming to assist and facilitate meetings	5	To be in line with other Academies and networks hence effective access to potential donors and partners	Strategic plan not fully printed	Vision and Mission document, draft Strategic Plan	Planning to develop new strategic Plan for 2014 to 2019
Membership including membership profile, numbers, election, involvement in Academy activities etc	Inducted Fellows only 18	Inducted Fellows 57	Financial support to hold induction meetings	3	Diversify and increase Membership	Few females are nominated	Fellowship register and database	Effort being made to increase this number significantly

Academy leadership i.e. Executive Committee, Council and Governing Board. Information should consider meetings, Constitution, election, Council structure, strategic planning sessions, extent of involvement in operations of Academy secretariat, role in developing a business model for Academy etc	Council complete but some members not Fellows.	Full council with all members being Fellows, Revised and updated Constitution. Regular council meetings	Financial to hold the meetings	4	Need to have a fully operational management structure	The growth of the activities may soon overan the current Management Structure	Meeting Minutes dully signed and filed	Need to re-examine management structure as the new Strategic Plan is developed
Secretariat including human capacity, retention, HR policies, staff training, structure/organogram, division of responsibility, team building exercises	1 staff members and no human resources manual or structure	Secretariat of 9 persons with 5 technical / professionals; a Human resources Manual and staff retreats held annually	Financial support and technical input by experts	5	Need to have a fully fledged office	Relatively low remuneration for the high caliber staff needed and retained	Human resources Manual and confidential files for all staff	
Finances e.g. budgets, financial sustainability, fundraising strategy, financial management systems, sources of income, diversity of funders	Extremely low Financial base	Have managed to raise some funds for a number of activities and have a Financial Manual and annual budgets with annaul audit reports by recognized auditors	Financial support and technical input by experts	5	Need to be sustainable institution	Taking advantage of situations and building on them	Financial Manual, Annual Budget documents and Audit Reports	
Physical infrastructure including space, internet access, essential equipment e.g. computers and printers, meeting spaces, information systems management	1 desk top computers	8 desktop computers several printers and scanner. Have an office at Makerere University	Financial support	4	Have a corporate image	Space still too small now that the staff numbers are beginning to grow	Equipment in office and operational and well looked after	

Internal communication including website, communication strategy, membership database management, branding, publication/ material production	Had a website but no strategy or database	Have an operational database, a membership database and very many publications	Financial and technical experts support	5	Having a corporate image and delivering to target policymakers	Servicing and maintaining these facilities is sometimes expensive	Operational website and membership database	
External communication e.g. report dissemination plans, public relations, publicity materials, stakeholder databases	Limited dissemination activities	Increased publications' dissemination activities	Financial and technical support in terms of experts coming to assist and facilitate meetings	5	Need to achieve the Academy's mandate	Difficult in a short time to show impact of the dissemination		
Active strategic partnerships/ collaborations especially where the Academy has identified niche areas i.e. identifying and maintaining relationships with key universities, key government ministries e.g. education, health ministries; other academies; research institutes and media	Minimal partnerships	Have a large partnership collaboration with some of the major ministries in Government (Health, Education, Gender, Agriculture, Finance) and in Parliament of Uganda	Financial and Technical support.	5	Need for the Academy to build networks and collaborating links with Government and other agencies	Slow response from Government ministries and agencies	Needs a long time strategy to achieve this effectively.	
Nature and status of relationship with national, provincial and local government	None	Have established working relationships with 3 major regions in the country (South - Mbarara, North - Gulu and East - Busitema	Partly financial through support to work of the Secretariat as a whole	4	Need for the Academy to be seen as national in its operations	Raising resources and activities to be done in the regions	Collaborating activities	

Nature and status of relationship with other external academies e.g. on the rest of the continent, interacademy networks e.g. IAP and affiliated organisations such as ICSU	Relatively few	Currently have working relationships with all the major academy networks and working on AMASA 10 with NASAC	Both financial and technical support	5	Need for the Academy to build networks and collaborating links with other Academies	Low financial base sometimes makes collaboration difficult.	Collaborating activities and meetings; have MoU with South Africa & building one with Nigeria.	
Nature and status of relationship with other actors/bodies in the national science system e.g. other national academies in your country, universities, research institutes etc	Relatively low; Mainly Makerere, NARO, UNCST	Has grown to include all the 6 state Universities and several private universities	Partly financial through support to work of the Secretariat as a whole	3	Need for the Academy to build networks and collaborating links with Universities and research institutes	Lack of resources to bring the collaboration to higher levels	Collaborating activities	
Nature and status of relationship with the private sector	None	Have established working relationships with the private sector through the CEO Summit secretariat	Mainly consultation	2	Need for support towards sustainability	Slow response from the private sector	Setting up high level meetings	
Nature and status of relationship with civil society and philanthropy	None	Low number of civil society UNAS is collaborating with	Mainly consultative	2	Need for partnerships and networking	Building trust and confidence	Collaborative activity reports	
Position and role of academy in national policy advisory space	Very limited	Beginning to grow rapidly. Being invited by various Ministries for example Ministry of Foreign Affairs	Both financial and technical support	5	Need to play its rightful position at national level	Slow built up of confidence and trust from the Government	Policy Advisor briefs from Academy to Government	
Nature and extent of policy advisory activities e.g. consensus and convening activities	Low	Very common at rates of about 2 to 3 every year; including new programs	Both financial and technical support	5	Need to carry out its full functions as a national academy	Resources limited	Meeting Minutes and reports of various activities	

Nature and extent of other academy activities e.g. science outreach, public lectures, young scientist activities, women in science activities etc	Low	Relatively little has been undertaken in this area. Have now started in preparation for AMASA 10	Mainly financial support	1	Need for more collaborations and nurturing young scientists for example	Limited resources	Reports of collaborative activities	
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